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1 1 DEC 1964

MEMORANDUM FOR: Cable Secretary

SUBJECT

: Review of Staffing Complement of the Cable Secretariat

REFERENCE

: Memorandum dated 13 January 1964 from Cable Secretary to Salary and Wage Division, subject: Review of

Staffing

- 1. In accordance with your request of 13 January 1964 that the Salary and Wage Division undertake a review of the Staffing Requirements of the Cable Secretariat one year hence, this is to advise you that such a review has been completed.
- 2. It is our opinion that the grade structure, organization, functions, and titles of positions are adequate and proper for the task to be accomplished.
- 3. With respect to performance capabilities and numerical adequacy of the planned staffing of the Cable Secretariat we find a slightly different picture.

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d. Operation

Three shifts around the clock with full coverage for each task.

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e. Policy on Personnel

Cable Secretariat recruits at the GS-O4 clerical level with the idea of training such personnel so that as vacancies occur at higher grades they can move up eventually to analysts at GS-O9. Hence the average vacancies, numbering four, are always reflected as GS-O4 clerks. The day shift can utilize women but the two night shifts must be manned by men. Turnover has been mainly the result of retirements and/or resignations for personal reasons. Transfers to other agency components or to other agencies for higher grades has been infrequent and usually included a change in type of work. Efforts to obtain personnel from the DD/P, RI area have not been fruitful due to a shortage of such personnel and the lack of field assignment potential.

f. Action

The Cable Secretariat has sought to streamline its operations, to use all hands to reduce bottleneck situations in the clerical processing area, and to introduce new methods for processing traffic. Use of cable analysts to eliminate clerical processing backlogs has resulted in a backlog build up of cables, particularly on the day shift, which is not eliminated until the second and third shifts are completed. The Records Management Staff has worked with the Cable Secretariat on development of a pre-printed mat to which the cable message is attached and then certain information as to distribution is posted. This has helped some but not to the degree expected. It is still under test and further revision according to Records Management Staff.

g. Problems Affecting Performance

- 1. Diverting cable analysts to clerical tasks to reduce bottlenecks in paper processing and distribution, during day shift, causes counter build up in cable delays up to four hours.
- 2. Utilization of a service window for handling requests for cable copies and reference work for customers, diverts entire force from its normal activity.
- 3. The apparent bypassing of their own sources of information relative to cable references by operating components causes unusually heavy telephone traffic

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and researching by the Secretariat. Most operating components have their own registries with copies of cables and in the case of DD/P they also have the large RI record source.

- 4. Inability to attract sufficient clerical personnel to work the three shifts.
- 5. Requirement for servicing State Department Cable Traffic.
- 4. In our opinion the following recommendations might serve to remedy in whole or in part the backlog conditions which currently and continuously exist.
 - Secretariat, including the support of State Department, the operation of the window service, the nature and neces—with the telephonic services, the procedures, forms, and methods employed in processing cables and related factors.

 Immediate steps be taken to secure full staffing of the Cable Secretariat, including the requesting of the authority to exceed current authorizations.
 - b. Immediate steps be taken to secure full staffing of the coverage for the window, telephones, and bottleneck areas.
 - c. Failing to obtain additional personnel, a temporary staggering of hours for some of the second and third shift personnel, so that peak periods of the day shift could be augmented might solve the immediate backlog problem, but should not be used as the final solution.

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Chief, Salary and Wage Division

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